

## COUNTY OF LOS ANGELES

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## DEPARTMENT OF MENTAL HEALTH

<http://dmh.lacounty.gov>

550 SOUTH VERMONT AVENUE, LOS ANGELES, CALIFORNIA 90020

June 8, 2010

TO: Each Supervisor  
FROM: *Robin Kay for*  
Marvin J. Southard, D.S.W.  
Director of Mental Health

SUBJECT: **DEPARTMENT OF MENTAL HEALTH STRATEGIC PLAN**

Nine months ago, the Department of Mental Health (DMH) initiated a strategic planning process. I am delighted to present you with the Executive Summary (see attached) of our new strategic plan. Highlights of the plan's development include:

- Alignment of the DMH strategic plan with major changes in the field of behavioral health. An oversight committee reviewed the Department's last strategic plan, "Comprehensive Community Care" and compared its goals and strategies to those contained in other seminal documents such as the President's New Freedom Commission Report, the Federal Action Agenda, and the Institute of Medicine's "Crossing the Quality Chasm." This review ensures that the new strategic plan rests on the foundation of our previous work while we pursue the goals and strategies toward which the mental health field is moving.
- Recognition of major changes that will occur as a result of healthcare reform. The strategic plan includes goals, strategies, and objectives that highlight the importance of integration of mental health, substance abuse, and primary care. The document also underscores the work that must be done in the area of information technology to prepare for healthcare reform.
- Involvement of stakeholders in the process. Twenty-three focus groups were held in order to seek input on strategies and objectives. Focus groups were conducted by each of the eight Service Area Advisory Committees. Special groups were held for the Mental Health Commission, NAMI, the Los Angeles Client Coalition, the DMH staff advisory committee, other County departments, the coalition of parent advocates, the unions, representatives of primary healthcare and others. Participants provided valuable input which was incorporated into our plan.

*"To Enrich Lives Through Effective And Caring Service"*

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- Alignment of the DMH strategic plan with the County plan and Management Appraisal and Performance Plan (MAPP) process. The DMH strategic plan is aligned with the overall County plan. MAPP participants have primary responsibility for each of the strategies and the numerous objectives contained in the DMH work plan. We will be tracking these objectives and holding ourselves accountable for achieving our goals.

The DMH strategic plan has been discussed with each of your mental health deputies individually in order to ensure that we have captured the issues about which you are most concerned. The plan will also be presented at the Agenda Review meeting of the Health, Mental Health, and Public Health cluster on Thursday, June 10 at 9:30 a.m.

I want to thank you in advance for your review of our DMH strategic plan. I am confident that you will agree that the goals and strategies chosen will ensure that we achieve our Department's Vision, "Partnering with clients, families and communities to create hope, wellness and recovery."

MJS:RK:tld

Attachment

c: William T Fujioka, CEO  
Sheila Shima, CEO  
Robin Kay, DMH

**COUNTY OF LOS ANGELES – DEPARTMENT OF MENTAL HEALTH  
STRATEGIC PLAN: GOALS AND STRATEGIES**

<b>Goal I</b>	<b>Enhance the quality and capacity, within available resources, of mental health services and supports in partnership with clients, family members, and communities to achieve hope, wellness, recovery and resiliency.</b>
<i>Strategy 1: Develop a system that provides a balanced and transformed continuum of services to as many clients throughout the County as resources will allow.</i>	
<i>Strategy 2: Provide integrated mental health, physical health and substance abuse services in order to improve the quality of services and well-being of mental health clients.</i>	
<i>Strategy 3: Support clients in establishing their own recovery goals that direct the process of mental health service delivery.</i>	
<i>Strategy 4: Ensure that families are accepted as an important component of the recovery process and provide them with the support to achieve that potential.</i>	
<b>Goal II</b>	<b>Eliminate disparities in mental health services, especially those due to race, ethnicity and culture.</b>
<i>Strategy 1: Develop mental health early intervention programs that are accessible to underserved populations.</i>	
<i>Strategy 2: Partner with underserved communities to implement mental health services in ways that reduce barriers to access and overcome impediments to mental health status based upon race, culture, religion, language, age, disability, socioeconomics, and sexual orientation.</i>	
<i>Strategy 3: Develop outreach and education programs that reduce stigma, promote tolerance and compassion and lower the incidence or severity of mental illness</i>	
<b>Goal III</b>	<b>Enhance the community's social and emotional well-being through collaborative partnerships.</b>
<i>Strategy 1: Create partnerships that advance an effective model of integration of mental health, physical health and substance abuse services to achieve parity in the context of health care reform.</i>	
<i>Strategy 2: Create, support, and enhance partnerships with community-based organizations in natural settings such as parks and recreational facilities to support the social and emotional well-being of communities.</i>	
<i>Strategy 3: Increase collaboration among child-serving entities, parents, families and communities to address the mental health needs of children and youth, including those involved in the child welfare system.</i>	
<i>Strategy 4: Further strengthen the partnerships among mental health, the courts, probation, juvenile justice and law enforcement to respond to community mental health needs.</i>	
<i>Strategy 5: Support and enhance efforts to provide services in partnership with educational institutions from pre-school through higher education.</i>	
<i>Strategy 6: Develop partnerships with faith-based organizations to enhance opportunities for clients to utilize their spiritual choices in support of their recovery goals.</i>	

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STRATEGIC PLAN: GOALS AND STRATEGIES**

<b>Goal IV</b>	<b>Create and enhance a culturally diverse, client- and family-driven, mental health workforce capable of meeting the needs of our diverse communities.</b>
<i>Strategy 1: Train all mental health staff in evidence-based, promising, emerging and community-defined mental health practices.</i>	
<i>Strategy 2: Recruit, train, hire, and support mental health clients and family members at all levels of the mental health workforce.</i>	
<i>Strategy 3: Create and provide a safe and nurturing work environment for all employees that supports and embodies client-centered, family-focused, community-based, culturally and linguistically competent mental health services.</i>	
<i>Strategy 4: Identify and support best practices for recruitment and retention of diverse and well-qualified individuals in the mental health workforce.</i>	
<b>Goal V</b>	<b>Maximize the fiscal strength of our mental health system.</b>
<i>Strategy 1: Implement tools, processes, and mechanisms to enhance critical DMH business functions that maximize effectiveness without negatively impacting the fiscal viability of community agencies.</i>	
<i>Strategy 2: While maintaining quality, manage and maximize available revenue by ensuring claiming to appropriate funding sources.</i>	
<i>Strategy 3: Identify and fully utilize new and/or non-traditional mental health funding sources outside of our current federal and State resources.</i>	
<i>Strategy 4: Create partnerships with mental health stakeholders to advocate for enhanced revenues that support fiscal stability.</i>	
<i>Strategy 5: Implement risk management strategies that ensure the safety and health of employees and clients.</i>	
<b>Goal VI</b>	<b>Use research and technological advancements to improve and transform services and their delivery in order to enhance recovery and resiliency.</b>
<i>Strategy 1: Continuously utilize outcome data and research findings to improve practice.</i>	
<i>Strategy 2: Support opportunities to implement the latest advancements in research and technology to improve service delivery.</i>	
<i>Strategy 3: Develop secure electronic medical records that will enable appropriate care coordination.</i>	
<i>Strategy 4: Use data and performance-based management methods to improve planning, decision-making and organizational accountability.</i>	